



Enhancing Organizational Culture for Not-For-Profit Organizations

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Who Am I

•WHO is LEE MARIANO?



Why is Organizational Culture Important?

- Mission Alignment and Motivation
- Attracting and Retaining Talent
- Stakeholder Trust and Engagement
- Innovation and Adaptability
- Efficiency and Effectiveness
- Sustainability and Long-Term Success

Organizational Culture is Foundational to Success



What is Organizational Culture?

The shared values, beliefs, and norms that influence the way employees think, feel, and behave.





*Korn Ferry, Organizational Assessment Data



But First... Cultural Awareness

- Know your own cultural background.
- Recognize your own stereotypes and biases.
- Gain knowledge of cultural history and heritage.
- Be aware of other's perceptions.



The Sum of Our Parts

Diversity is the mosaic of people who bring a variety of backgrounds, styles, perspectives, values and beliefs as assets to the groups and organizations with which they interact.



Appreciating the Complexities of Diversity is Essential to Cultural Competence



DIVERSITY WHEEL



A New Metaphor for American Culture

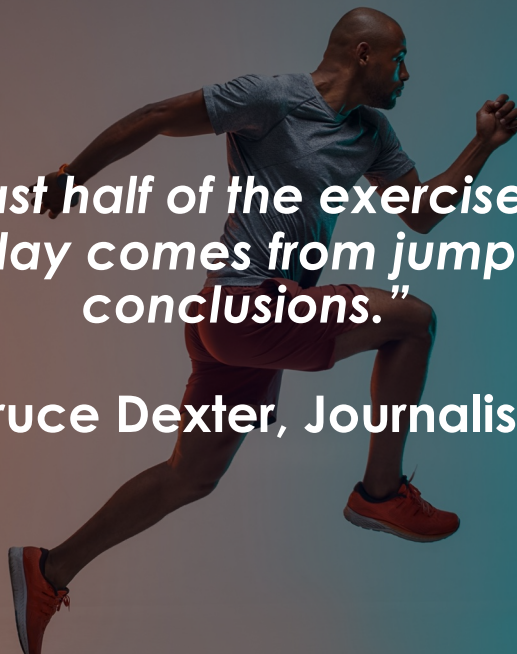
The “**melting pot**” theory of American society has evolved, instead consider a vegetable soup metaphor.

- You can easily identify and taste the unique flavors of the individual parts.
- Members of various cultural groups may not want to be assimilated, they want their tastes, looks and texture to remain whole.
- To reap the business benefits of diversity, you must employ *inclusive* work strategies.



“At least half of the exercise I get everyday comes from jumping to conclusions.”

Bruce Dexter, Journalist



Cultural Competence Is ...

A system of practice that acknowledges and incorporates, at all levels:

- the importance of culture,
- the assessment of cross-cultural relations,
- vigilance towards the dynamics that result from cultural differences,
- the expansion of cultural knowledge and the adaptation of services to meet culturally unique needs



Cultural Competence... Development Along a Continuum

- Phase 1: **CULTURAL DESTRUCTIVENESS**
- Phase 2: **CULTURAL INCAPACITY**
- Phase 3: **CULTURAL BLINDNESS**
- Phase 4: **CULTURAL PRECOMPETENCE**
- Phase 5: **CULTURAL COMPETENCE**
- Phase 6: **CULTURAL PROFICIENCY**

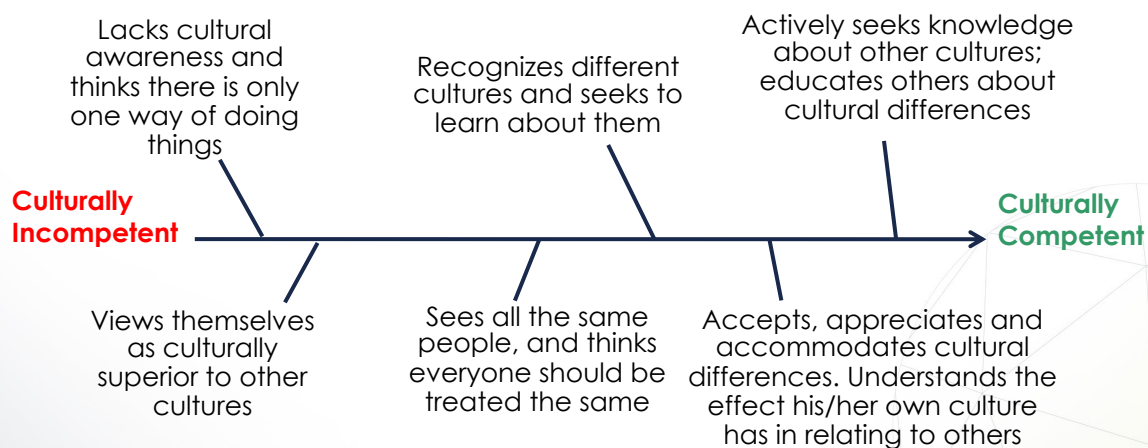


The Continuum at a Glance

IN THEORY	IN ACTION
<u>CULTURAL DESTRUCTIVENESS</u>	Intentionally eradicates all traces of others' culture
<u>CULTURAL INCAPACITY</u>	Esteems one culture over another, unintentionally furthering bias
<u>CULTURAL BLINDNESS</u>	In attempting to avoid bias, overlooks cultural differences
<u>CULTURAL PRECOMPETENCE</u>	Recognizes limitations in skills and practices associated with interacting with other cultural groups
<u>CULTURAL COMPETENCE</u>	Actively using one's capacity to assess culture, value and manage diversity, and institutionalize knowledge
<u>CULTURAL PROFICIENCY</u>	Esteems culture, marked by effective interaction and communication with diverse individuals/groups



Process of Gaining Cultural Competence



Why Promote Cultural Competence in Your Organization?

- Respect for and acceptance of cultural difference to break cycles of alienation and disinterest
- Recognition of and attention to achievement and opportunity dynamics and needs linked to difference
- Continuous expansion of knowledge, resources, and adaptations to services and programs
- Support to staff and clients to increase cultural competence and better serve diverse stakeholders
- Development and refinement of policies and procedures that support and drive equity in inside and outside organization



Where on the Cultural Competence Continuum Does Your Organization Fit?



Cultural/Generational Differences

- Individual vs. teamwork orientation
- Visual vs. oral learning style
- Expressive vs. introverted behavior
- Physical vs. non-physical
- Emotive vs. reserved personality
- Assertive vs. acquiescent behavior
- Gregarious vs. solitary social style
- Work vs. family focus
- Divergent vs. convergent thinking
- Long term vs. short term career planning



Organizational Culture

The expression of an organization's collective values, beliefs, and behaviors.

Key Questions

1. Do staff, volunteers, or program participants check their individual identities at the door?"
2. What's wrong with just being "color-blind" or "gender-blind" or whatever-kind of blind?
3. Does the "way we've always done it" close out thinking for staff, volunteers, program participants and community partners?
4. Is there some way you "ought to be" in order to fit in the association and its programs?



Organizational Inclusion

Equity of Practices

Extent to which the organization provides fair and equitable treatment to all employees and groups



Organizational Culture

Extent to which culture avoids assimilationist strategies and is open to learning from different and non-traditional sources



Voice & Participation

Extent to which the organization draws upon diverse sources of knowledge and experience for planning and operations



Cultural Competence

- Respect others' opinions.
- Acknowledge cultural/ generational differences and historical injustices without becoming defensive.
- Be open to learning about other cultures and ideas.
- Give others the benefit of the doubt in a dispute.
- Seek first to understand others' point of views; then to be understood.
- Don't stereotype.
- Don't judge others by your own cultural standards.
- Don't assume your culture's way is the only way.
- Don't talk down to anyone; communicate effectively.



How Do You and Your Team Improve Your Cultural Competence?



By understanding and respecting cultural differences, not-for-profits can create more effective and sustainable programs, foster stronger relationships with donors and volunteers, and ultimately better serve their communities.





Thank You!

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